

Glasgow Kelvin College
Board of Management Meeting of 10 December 2025
Principal's Update Report
Report by Principal

Read time: 5 Minutes

1. Introduction

This report provides the Board of Management with an update on strategy and partnership opportunities since the last board meeting held on 8 October 2025.

2. Context

The Principal provides regular updates to the Board of Management (BOM) on a range of activities across the College, not included in other reports pertaining to stakeholder engagement and strategic activity. This report covers activities 8 October – 10 December 2025.

3. Strategic Implications

3.1 Opportunities

3.1.1 College Positioning

Members will recall an update in the last report to BOM. Since then, further work has been completed ensuring that we are well represented as political parties prepare manifestos ahead of the Scottish Parliamentary Elections. With the support of Message Matters, we have engaged in a series of meetings with a variety of MSPs to discuss sector challenges, opportunities and the critical role Glasgow Kelvin College plays. Furthermore, a roundtable hosted by Bob Doris MSP was held at the Scottish Parliament on 19th November and was attended by one of our local partners, McTaggart Construction and college alumna Josh Collins. The role the college plays in supporting skills for the local economy and the launch of our Economic Impact report was the main thrust of the discussion.

3.1.2 Net Zero

The Senior Leadership Team recently participated in workshop with EAUC to look at embedding action to address Climate Change into Leadership, Curriculum and Organisational Culture. Furthermore, we have been selected as a pilot for Education for Sustainable Development run by SFC and EAUC in partnership. We are one of two colleges selected to participate in the pilot.

The College also won a **Green Gown Award** in the Diversity, Equity & Inclusion category at the 2025 Green Gown Award. The award is for our project, '**Cycling for All**'. Alongside Fife College, we are proud to be one of only two Scottish colleges recognised in this year's awards — and one of just four winners across all Scottish colleges and universities.

3.1.3 College Partnership West

Through the College Partnership West collaboration, we continue to support the ambition of the Glasgow City Growth Deal. Six colleges in the GCR have yet to fully embrace a genuinely regional approach to the collaborative, coherent delivery of further and higher education to meet the skills needs of the region's learners and its economy.

The group are exploring the model that exists within the North East of England where a collaboration has been developed between the colleges and Universities in response to regional skills planning. A series of meetings are planned with key stakeholders to understand the model more fully and explore lessons learned for Glasgow. A meeting with Principals and Chairs is planned for early 2026.

Regular ongoing dialogue with Glasgow City Council and Regional Economic Partners has been progressing. With discussions focused on areas such as Maritime, Advanced Manufacturing, Health and Innovation and exploring potential funding and how as a college we may be able to support the work of the City Growth Deal. Following on from discussion with Skills Development Scotland, we have recently submitted a bid for funding to Engineering Skills delivery, the outcome of which will be reported in due course. A further £5million has been allocated to the City Region with early indicators suggesting that this will be ring fenced for college led projects.

3.1.5 Employer Engagement

As part of the refresh of our college strategy and in keeping with our growth and income diversification ambitions, a significant amount of activity has been focused on strengthening our employer connections and positioning of the college as a provider of choice. We are now members of Prosper, Scottish Engineering and have reached out to the Glasgow Chamber of Commerce. By renewing these relationships, we are building capacity to be able to engage more actively in skills provision across the region. We have also been working with NHS and also are at the very early stages of exploring opportunities within the rail industry.

3.2 Stakeholder Engagement

3.2.1 Below are key stakeholder engagements which I have undertaken over the course of the last quarter:

- Ben Macpherson, MSP, Minister for Higher and Further Education, visited the College;
- Charandeep Singh, Deputy Chief Executive, Scottish Chambers of Commerce;
- Deepening Engagement – Glasgow Chamber of Commerce

- Attended a community event, attended by Neil Gray, MSP, Minister for Health & Social Care;
- Gillian Docherty, Chief Commercial Officer, Strathclyde University
- Kirsty Evans, Executive Director Education and Training, CITB
- Amy Eberlin, QAA, Head of Scotland
- One-to-one meetings with Board members
- Willie Rennie, MSP
- Patrick Harvie, MSP
- Sanna Rimpilainen and Jennifer Thomas, Digital Health and Care Innovation Centre (DHI)
- Judged at the BE-ST Awards Ceremony; Accelerate to Zero Awards
- Christopher Moore, Principal, New College Lanarkshire
- Joe Pacitti, Managing Director of CEED
- Marie Hendry, Chief Executive, CDN
- Gavin Donoghue, CEO, Colleges Scotland
- Gordon McGuinness, Director of Industries and Enterprise, SDS
- Cllr Susan Aitken, Leader of Glasgow City Council
- Prof Kevin Kelman, Director of NHS Scotland Academy, Learning & Innovation
- Paul Little, Principal, City of Glasgow College
- College Principals' Group
- John Ridley, Principal, Newcastle College
- Debra Grey, Principal and CEO, Hull College
- Joanne Maguire, CEO, Scotrail
- Daniel Johnson, MSP
- Hazel Brady, Interim Principal, West College Lanarkshire
- Audrey Cumberford, Principal, Edinburgh College

3.3 Challenges

- 3.3.1** Funding continues to provide ongoing challenges for the sector. Working with Colleges Scotland we have been supporting ongoing activity to strengthen the college sector ask for additional funding in the Scottish Budget in January 2026. Colleges Scotland have been particularly effective in raising the financial challenges of the sector high up the agenda ahead of the draft Scottish Budget. There are some concerns raised that, unlike the Universities sector, the funding ask is absent of any transformation strategy.
- 3.3.2** Having concluded the Future Skills analysis and looking forward to our curriculum offer beyond 2025/26. We need to consider how we continue to evolve our workforce skills and the teaching resources to ensure we are able to provide the most up to date technology and teaching resources. Currently we do not have revenue at our disposal to meet the necessary upgrades to our teaching, and this presents a challenge in the currency of what we are offering our student cohort. A clear plan for investment in teaching resources needs to be considered alongside the curriculum offer. SFC have recently put a call out for expressions of interest for the next round of College Transformation Framework.
- 3.3.3** We are currently undertaking preparations for our teaching review by QAA in December 2026. The appointment of the Head of Enhancement and Assurance role has been pivotal in working with Vice Principal Curriculum and Quality to ensure we are ready for the review. There are some early indications that we

need to strengthen our posture in Student Engagement and also the effectiveness of approaches to Learning and Teaching. A clear plan is in place to address these over the next six months.

3.3.4 SFC have published a review of the Outcome Framework and Assurance Model (OFAM) which ran for the first time in 2024/25 as transitional arrangements. Revised guidance for 2025/26 has now been published. The framework sets out SFC's expectations for colleges and universities in return for its funding. Following the Gillies Report and ongoing sector financial sustainability challenges the guidance has strengthened reporting requirements on assurances in relation to Funding, Good Governance, Estates and Infrastructure. This will be our first year as a regional college going through these arrangements and we will continue to engage regularly with our Outcome Manager at SFC.

3.3.5 College Employers Scotland (CES) has now formally presented a pay offer for support staff. The multi-year pay offer, which includes a commitment of additional Scottish Government funding for years one and two only, would provide increases of 4.25% in AY 2025/26 and 3.4% in AY 2026/27. Employers and trade unions have also, separately, agreed to a third year pay increase of 3% in AY 2027/28. Additionally, all support staff with a salary of £27,000 or less would receive a minimum payment of £1,150 in 2025/26. The support staff trade unions will ballot their members on the offer, with a recommendation to accept. GMB are recommending their members reject the offer.

4. Resource Implications

Additional resource will be required for sectors identified in the curriculum plan for 2026/27. This will require a degree of agility in responding and flex to meet employer demand.

5. Impact on Students

There could be a negative impact on the student experience should the wider sector budget allocation fail to cover inflationary costs in 2026/27. Mitigations will be considered in due course once the budget allocation is known.

6. Risk and Assurance

Financial risks are outlined in the corporate risk register along with mitigations. Whilst the draft budget is yet to be determined, Mitigations will be considered in due course once the budget allocation is known.

7. Equality

There are no equality issues arising as a consequence of this report.

8. Data Protection

There are no direct data protection issues arising as a consequence of this report.

9. Environmental and Sustainability

There are no environment and sustainability issues arising as a consequence of this report.

10. Recommendations

Members are recommended to:

- i) note the contents of this update report.

11. Further Information

Members can obtain further information on the contents of this report from Joanna Campbell, Principal at JoannaCampbell@glasgowkelvin.ac.uk

Glasgow Kelvin College
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December 2025